Unit 2: ICS Fundamentals Review

Topic | **Unit Introduction**

Unit 2:
ICS Fundamentals Review

Visual Description: Unit Introduction

Key Points

This unit provides a review of basic ICS organizational and staffing concepts.

Topic   **Unit Objectives**

Unit Objectives (1 of 2)

- Describe how ICS fits into the Command and Management component of NIMS.
- Describe ICS reporting and working relationships for Technical Specialists and Agency Representatives.
- Describe reporting relationships and information flow within the organization.
- Match responsibility statements to each ICS organizational element.

Unit 2:
ICS Fundamentals Review

Visual 2.2

Visual Description: Unit Objectives (1 of 2)

Key Points

By the end of this unit, you should be able to:

- Describe how ICS fits into the Command and Management component of NIMS.
- Describe ICS reporting and working relationships for Technical Specialists and Agency Representatives.
- Describe reporting relationships and information flow within the organization.
- Match responsibility statements to each ICS organizational element.

Note: These objectives were developed by the National Wildfire Coordination Group (NWCG) and were revised in coordination with the U.S. Department of Homeland Security (DHS) in 2005.

Topic   **Unit Objectives**

Unit Objectives (2 of 2)

- **List the ICS positions that may include Deputies and describe Deputy roles and responsibilities.**
- **Describe differences between Deputies and Assistants.**
- **Describe how incidents can best be managed by appropriate and early designation of primary staff members and by delegating authority to the lowest practical level.**
- **List the minimum staffing requirements within each organizational element for at least two incidents of different sizes.**

Unit 2:   Visual 2.3
ICS Fundamentals Review

Visual Description: Unit Objectives (2 of 2)

Key Points

By the end of this unit, you should be able to:

- List the ICS positions that may include Deputies and describe Deputy roles and responsibilities.
- Describe differences between Deputies and Assistants.
- Describe how incidents can best be managed by appropriate and early designation of primary staff members and by delegating authority to the lowest practical level.
- List the minimum staffing requirements within each organizational element for at least two incidents of different sizes.

| Topic | Applying ICS |

Activity: Defining ICS

Instructions:

1. **Working as a team, answer the questions below:**
   - **What is ICS?**
   - **What are three benefits of ICS?**
   - **What is a nonemergency situation in which ICS could be used?**
2. **Record your answers on chart paper.**
3. **Choose a spokesperson and be ready to present your answers to the group in 10 minutes.**

Unit 2:   Visual 2.4
ICS Fundamentals Review

Visual Description: Activity: Defining ICS

Key Points

Purpose: The purpose of this activity is to define ICS in detail by answering a series of questions.

Instructions:

1. Working in your teams, answer the questions below:

   - What is ICS?
   - What are three benefits of ICS?
   - What is an example of a nonemergency situation in which ICS could be used?

   Note: You should refer to the review materials beginning on the next page to help you formulate your answers.

2. Record your answers on chart paper.
3. Choose a spokesperson and be ready to present your answers to the group in 10 minutes.

ICS Review Materials: ICS History and Features

Incident Command System (ICS)

ICS was developed in the 1970s following a series of catastrophic fires in California's urban interface. Property damage ran into the millions, and many people died or were injured. The personnel assigned to determine the causes of these outcomes studied the case histories and discovered that response problems could rarely be attributed to lack of resources or failure of tactics. Surprisingly, studies found that response problems were far more likely to result from inadequate management than from any other single reason.

The Incident Command System:

- Is a standardized management tool for meeting the demands of small or large emergency or nonemergency situations.

- Represents "best practices" and has become the standard for emergency management across the country.

- May be used for planned events, natural disasters, and acts of terrorism.

- Is a key feature of the National Incident Management System (NIMS).

As stated in NIMS, "The ICS is a management system designed to enable effective and efficient domestic incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to enable effective and efficient domestic incident management. A basic premise of ICS is that it is widely applicable. It is used to organize both near-term and long-term field-level operations for a broad spectrum of emergencies, from small to complex incidents, both natural and manmade. ICS is used by all levels of government—Federal, State, local, and tribal—as well as by many private-sector and nongovernmental organizations. ICS is also applicable across disciplines. It is normally structured to facilitate activities in five major functional areas: command, operations, planning, logistics, and finance and administration."

ICS Review Materials: ICS History and Features

ICS Features

The 14 essential ICS features are listed below:

- **Common Terminology:** Using common terminology helps to define organizational functions, incident facilities, resource descriptions, and position titles.

- **Modular Organization:** The Incident Command organizational structure develops in a top-down, modular fashion that is based on the size and complexity of the incident, as well as the specifics of the hazard environment created by the incident.

- **Management by Objectives:** Includes establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities; and directing efforts to attain the established objectives.

- **Reliance on an Incident Action Plan:** Incident Action Plans (IAPs) provide a coherent means of communicating the overall incident objectives in the contexts of both operational and support activities.

- **Chain of Command and Unity of Command:** Chain of command refers to the orderly line of authority within the ranks of the incident management organization. Unity of command means that every individual has a designated supervisor to whom he or she reports at the scene of the incident. These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives. Incident managers at all levels must be able to control the actions of all personnel under their supervision.

- **Unified Command:** In incidents involving multiple jurisdictions, a single jurisdiction with multiagency involvement, or multiple jurisdictions with multiagency involvement, Unified Command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.

- **Manageable Span of Control:** Span of control is key to effective and efficient incident management. **Within ICS, the span of control of any individual with incident management supervisory responsibility should range from three to seven subordinates.**

- **Predesignated Incident Locations and Facilities:** Various types of operational locations and support facilities are established in the vicinity of an incident to accomplish a variety of purposes. Typical predesignated facilities include Incident Command Posts, Bases, Camps, Staging Areas, Mass Casualty Triage Areas, and others as required.

- **Resource Management:** Resource management includes processes for categorizing, ordering, dispatching, tracking, and recovering resources. It also includes processes for reimbursement for resources, as appropriate. Resources are defined as personnel, teams, equipment, supplies, and facilities available or potentially available for assignment or allocation in support of incident management and emergency response activities.

- **Information and Intelligence Management:** The incident management organization must establish a process for gathering, sharing, and managing incident-related information and intelligence.

ICS Review Materials: ICS History and Features

ICS Features (Continued)

- **Integrated Communications:** Incident communications are facilitated through the development and use of a common communications plan and interoperable communications processes and architectures.

- **Transfer of Command:** The command function must be clearly established from the beginning of an incident. When command is transferred, the process must include a briefing that captures all essential information for continuing safe and effective operations.

- **Accountability:** Effective accountability at all jurisdictional levels and within individual functional areas during incident operations is essential. To that end, the following principles must be adhered to:

  - **Check-In:** All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.
  - **Incident Action Plan:** Response operations must be directed and coordinated as outlined in the IAP.
  - **Unity of Command:** Each individual involved in incident operations will be assigned to only one supervisor.
  - **Span of Control:** Supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.
  - **Resource Tracking:** Supervisors must record and report resource status changes as they occur.

- **Deployment:** Personnel and equipment should respond only when requested or when dispatched by an appropriate authority.

Topic   **National Preparedness and ICS Requirements**

Homeland Security Presidential Directives (HSPDs)

| HSPD-5 | **Management of Domestic Incidents** |
| HSPD-8 | **National Preparedness** |

Mandates

- **National Preparedness Goal**
- **National Incident Management System (NIMS)**
- **National Response Plan (NRP)**

Unit 2:
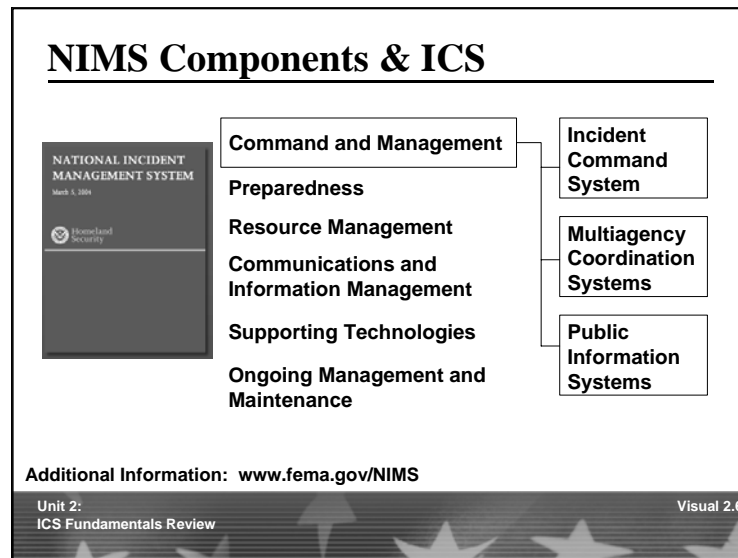ICS Fundamentals Review   Visual 2.5

Visual Description: Homeland Security Presidential Directives (HSPDs)

Key Points

Presidential directives mandate the use of ISC. Complex 21st century threats, exemplified by the horrific events of September 11, 2001, demand that all Americans share responsibility for homeland security. All levels of government, the private sector, and nongovernmental agencies must be prepared to prevent, protect against, respond to, and recover from a wide spectrum of major events that exceed the capabilities of any single entity. These hazards require a unified and coordinated national approach to planning and to domestic incident management. To address this need, Homeland Security Presidential Directive 5: Management of Domestic Incidents (HSPD-5) and Homeland Security Presidential Directive 8: National Preparedness (HSPD-8) establish the following national initiatives that develop a common approach to preparedness and response.

- **HSPD-5** identifies steps for improved coordination in response to incidents. It requires the Department of Homeland Security (DHS) to coordinate with other Federal departments and agencies and State, local, and tribal governments to establish a National Response Plan (NRP) and a National Incident Management System (NIMS).

- **HSPD-8** describes the way Federal departments and agencies will prepare. It requires DHS to coordinate with other Federal departments and agencies and State, local, and tribal governments to develop a National Preparedness Goal.

Together, NIMS, the NRP, and the National Preparedness Goal define what needs to be done to prevent, protect against, respond to, and recover from a major event, how it needs to be done, and how well it needs to be done. Together, these related efforts align Federal, State, local, tribal, private sector, and nongovernmental preparedness, incident management, and emergency response plans into an effective and efficient national structure.

NIMS Components & ICS

NATIONAL INCIDENT MANAGEMENT SYSTEM
March 1, 2004

Homeland Security

Command and Management — Incident Command System

Preparedness — Multiagency Coordination Systems

Resource Management

Communications and Information Management — Public Information Systems

Supporting Technologies

Ongoing Management and Maintenance

Additional Information: www.fema.gov/NIMS

Unit 2:
ICS Fundamentals Review

Visual 2.6

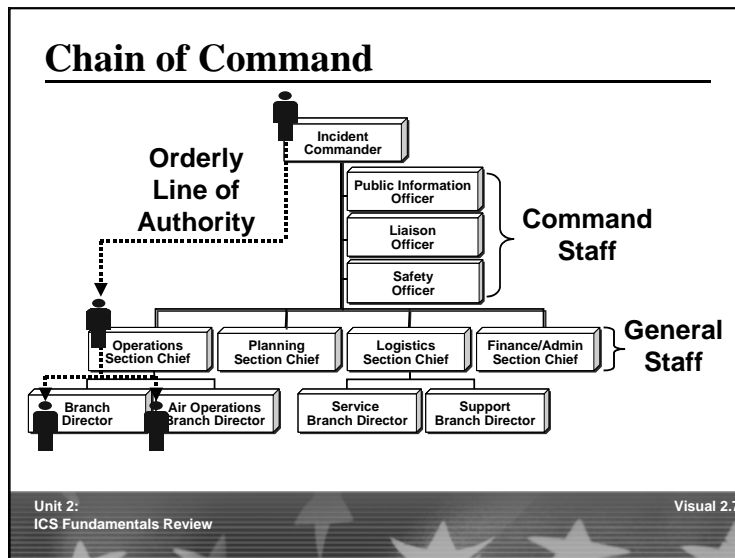**Visual Description:** NIMS Components & ICS

Key Points

ICS is only one facet of NIMS. Note the following key points:

- NIMS integrates existing best practices into a consistent, nationwide approach to domestic incident management that is applicable at all jurisdictional levels and across functional disciplines in an all-hazards context.

- Six major components make up the NIMS systems approach. Following is a synopsis of each major component of the NIMS, as well as how these components work together as a system to provide the national framework for preparing for, preventing, responding to, and recovering from domestic incidents, regardless of cause, size, or complexity.

  - **Command and Management.** NIMS standard incident command structures are based on three key organizational systems:

    - **ICS.** ICS defines the operating characteristics, interactive management components, and structure of incident management and emergency response organizations engaged throughout the life cycle of an incident;
    - **Multiagency Coordination Systems.** These systems define the operating characteristics, interactive management components, and organizational structure of supporting incident management entities engaged at the Federal, State, local, tribal, and regional levels through mutual-aid agreements and other assistance arrangements; and
    - **Public Information Systems**. These systems refer to processes, procedures, and systems for communicating timely and accurate information to the public during crisis or emergency situations.

- **Preparedness.** Effective incident management begins with a host of preparedness activities conducted on a "steady-state" basis, well in advance of any potential incident. Preparedness involves an integrated combination of planning, training, exercises, personnel qualification and certification standards, equipment acquisition and certification standards, and publication management processes and activities.

- **Resource Management.** NIMS defines standardized mechanisms and establishes requirements for processes to describe, inventory, mobilize, dispatch, track, and recover resources over the life cycle of an incident.

- **Communications and Information Management.** NIMS identifies the requirement for a standardized framework for communications, information management (collection, analysis, and dissemination), and information-sharing at all levels of incident management.

- **Supporting Technologies.** Technology and technological systems provide supporting capabilities essential to implementing and continuously refining NIMS. These include voice and data communications systems, information management systems (i.e., recordkeeping and resource tracking), and data display systems. Also included are specialized technologies that facilitate ongoing operations and incident management activities in situations that call for unique technology-based capabilities.

- **Ongoing Management and Maintenance.** This component establishes an activity to provide strategic direction for and oversight of NIMS, supporting both routine review and the continuous refinement of the system and its components over the long term.

Additional information about NIMS can be accessed online at www.fema.gov/NIMS or by completing EMI's IS 700 online course.

| Topic | Command Principles |

Chain of Command

Orderly Line of Authority

Incident Commander

Public Information Officer
Liaison Officer
Safety Officer

Command Staff

Operations Section Chief
Planning Section Chief
Logistics Section Chief
Finance/Admin Section Chief

General Staff

Branch Director
Air Operations Branch Director
Service Branch Director
Support Branch Director

Unit 2:
ICS Fundamentals Review

Visual 2.7

Visual Description: Chain of Command

Key Points

Note the following key points:

- Chain of command means that there is an orderly line of authority and reporting relationships within the ranks of the organization, with lower levels subordinate to, and connected to, higher levels.

- Chain of command is used to communicate direction and maintain management control. Chain of command, however, does not apply to the exchange of information. Although orders must flow through the chain of command, members of the organization may directly communicate with each other to ask for or share information.

ICS team members work within the ICS position descriptions and follow the designated reporting relationships, regardless of their nonemergency positions or everyday administrative chain of command.

| Topic | Command Principles |

Unity of Command

Under unity of command, personnel:

- **Report to only <u>one</u> supervisor.**
- **Receive work assignments only from their supervisors.**

Don't confuse <u>unity</u> of command with <u>Unified</u> Command!

Visual Description: Unity of Command

Key Points

The concept of Unity of Command means that personnel:

- Report to only one supervisor.
- Maintain formal communication relationships only with that supervisor.

Topic   **Command Principles**

"Unity" vs. "Unified"

> **What's the difference between unity of command and Unified Command?**

Unit 2:
ICS Fundamentals Review   Visual 2.9

Visual Description: What's the difference between unity of command and Unified Command?

Key Points

What is the difference between unity of command and Unified Command?

Topic	Command Principles

Activity: Incident Commander Qualities

Instructions:

1. **Working as a team, answer the questions below:**
   - **What are the major duties of an Incident Commander?**
   - **What are the qualities of an effective Incident Commander?**

2. **Record your answers on chart paper.**

3. **Choose a spokesperson and be ready to present your answers to the large group in 10 minutes.**

➔ **You may want to refer to the review materials in your Student Manuals!**

Unit 2:
ICS Fundamentals Review   Visual 2.10

Visual Description: Activity: Incident Commander Qualities

Key Points

Purpose: The purpose of this activity is to discuss the major duties and qualities of an Incident Commander.

Instructions:

1. Working in your teams, answer the questions below:
   - What are the major duties of an Incident Commander?
   - What are the qualities of an effective Incident Commander?

2. Record your answers on chart paper.

3. Choose a spokesperson and be ready to present your answers to the large group in 10 minutes.

Note: Refer to the review materials on incident command on the page following this activity.

ICS Review Materials: Command

Overall Organizational Functions

ICS was designed by identifying the primary activities or functions necessary to effectively respond to incidents. Analyses of incident reports and review of military organizations were all used in ICS development. These analyses identified the primary needs of incidents.

As incidents became more complex, difficult, and expensive, the need for an organizational manager became more evident. Thus in ICS, and especially in larger incidents, the Incident Commander manages the organization and not the incident.

In addition to the Command function, other desired functions and activities were:

- To delegate authority and to provide a separate organizational level within the ICS structure with sole responsibility for the tactical direction and control of resources.
- To provide logistical support to the incident organization.
- To provide planning services for both current and future activities.
- To provide cost assessment, time recording, and procurement control necessary to support the incident and the managing of claims.
- To promptly and effectively interact with the media, and provide informational services for the incident, involved agencies, and the public.
- To provide a safe operating environment within all parts of the incident organization.
- To ensure that assisting and cooperating agencies' needs are met, and to see that they are used in an effective manner.

Incident Commander

The Incident Commander is technically not a part of either the General or Command staff. The Incident Commander is responsible for:

- Ensuring clear authority and knowledge of agency policy.
- Ensuring incident safety.
- Establishing an Incident Command Post.
- Obtaining a briefing from the prior Incident Commander and/or assessing the situation.
- Establishing immediate priorities.
- Determining incident objectives and strategy(ies) to be followed.
- Establishing the level of organization needed, and continuously monitoring the operation and effectiveness of that organization.
- Managing planning meetings as required.
- Approving and implementing the Incident Action Plan.
- Coordinating the activities of the Command and General Staff.
- Approving requests for additional resources or for the release of resources.
- Approving the use of students, volunteers, and auxiliary personnel.
- Authorizing the release of information to the news media.
- Ordering demobilization of the incident when appropriate.
- Ensuring incident after-action reports are complete.

Common Terminology

Using common terminology helps to define:

- **Organizational functions.**
- **Incident facilities.**
- **Resource descriptions.**
- **Position titles.**

Unit 2:
ICS Fundamentals Review   Visual 2.11

Visual Description: Common Terminology

Key Points

Using common terminology helps to define:

- Organizational functions.

- Incident facilities.
    - **Incident Command Post** – The field location at which the primary tactical-level, on-scene incident command functions are performed.
    - **Staging Area** – The location where resources can be placed while awaiting a tactical assignment.
    - **Base** – The location where primary logistics functions are coordinated. There is only one Base per incident. The Incident Command Post may be collocated with the Base.
    - **Camp** – A location where food, water, rest, and sanitary services are provided to incident personnel.

- Resource descriptions.

- Position titles.

Topic	Communication Principles

Formal Communication (1 of 2)
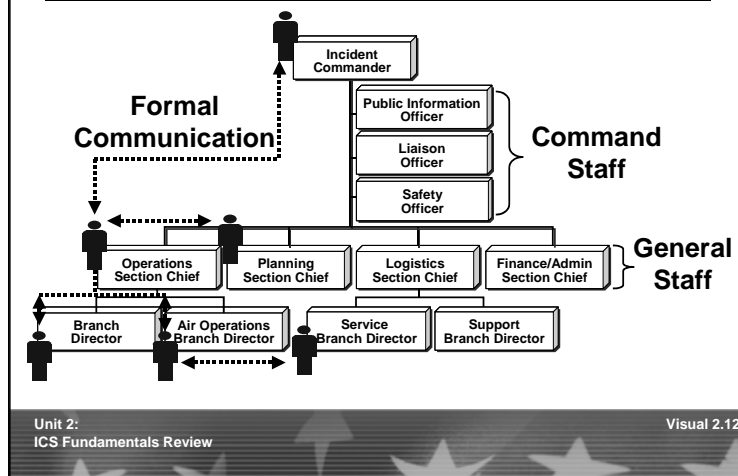
Visual Description: Formal Communication (1 of 2)

Key Points

As the incident organization grows to meet the needs of the incident, care must be taken to ensure that information transfer is handled effectively.

Formal communication requires that orders, directives, resource requests, and status changes must follow the hierarchy of command unless otherwise directed.

Formal Communication (2 of 2)

Use formal communication when:

- Receiving and giving work assignments.
- Requesting support or additional resources.
- Reporting progress of assigned tasks.

Unit 2:
ICS Fundamentals Review

Visual 2.13

Visual Description: Formal Communication (2 of 2)

Key Points

Formal communication is used when:

- Receiving and giving work assignments.
- Requesting support or additional resources.
- Reporting progress of assigned tasks.

| Topic | Communication Principles |

Informal Communication

- **Is used to exchange incident or event information only.**
- **Is NOT used for:**
  - **Formal requests for additional resources.**
  - **Tasking work assignments.**

Within the ICS organization, critical information must flow freely!

Unit 2:
ICS Fundamentals Review

Visual 2.14

Visual Description: Informal Communication

Key Points
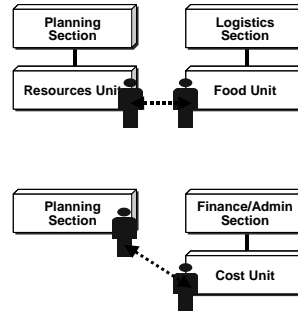
Informal communication:

- Is used to exchange incident or event information.
- Is not used for formal requests for additional resources or for tasking working assignments.

Note: There is complete freedom within the organization to exchange information among and between personnel.

Topic   **Communication Principles**

Informal Communication: Examples

- **The Food Unit Leader may directly contact the Resources Unit Leader to determine the number of persons requiring feeding.**

Planning Section	Logistics Section
Resources Unit	Food Unit

- **The Cost Unit Leader may directly discuss and share information on alternative strategies with the Planning Section Chief.**

Planning Section	Finance/Admin Section
	Cost Unit

Unit 2:
ICS Fundamentals Review   Visual 2.15

Visual Description: Informal Communication: Examples

Key Points

The following are examples of informal communication:

- The Food Unit Leader may directly contact the Resources Unit Leader to determine the number of persons requiring feeding.

- The Cost Unit Leader may directly discuss and share information on alternative strategies with the Planning Section Chief.

| Topic | Organizational Structure |

Modular Organization

Incident command organizational structure is based on:

- **Size, type, and complexity of the incident.**
- **Specifics of the hazard environment created by the incident.**
- **Incident planning process and incident objectives.**
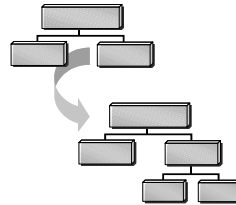
Unit 2:
ICS Fundamentals Review

Visual 2.16

Visual Description: Modular Organization

Key Points

As incidents expand, the ICS organization can also expand as necessary for the type, size, scope, and complexity of the incident.

The ICS organization builds from the top down. When needed, sections can be added to this organization, and each section may have subordinate units.

This modular concept is based on the following considerations:

- The organization matches the function or task to be performed;
- Staffing is made only for those functional elements required to perform the task;
- Span of control guidelines are maintained;
- The function of any non-activated organizational element is performed at the next highest level; and
- Organizational elements are deactivated if they are no longer required.

The following pages contain review materials on incident complexity and types.

ICS Review Materials: Incident Complexity and Types

Incident Complexity

"Incident complexity" is the combination of involved factors that affect the probability of control of an incident. Many factors determine the complexity of an incident, including, but not limited to, area involved, threat to life and property, political sensitivity, organizational complexity, jurisdictional boundaries, values at risk, weather, strategy and tactics, and agency policy.

Incident complexity is considered when making incident management level, staffing, and safety decisions.

Various analysis tools have been developed to assist consideration of important factors involved in incident complexity. Listed below are the factors that may be considered in analyzing incident complexity:

- Impacts to life, property, and the economy
- Community and responder safety
- Potential hazardous materials
- Weather and other environmental influences
- Likelihood of cascading events
- Potential crime scene (including terrorism)
- Political sensitivity, external influences, and media relations
- Area involved, jurisdictional boundaries
- Availability of resources

ICS Review Materials: Incident Complexity and Types

Incident Types

Incidents may be typed in order to make decisions about resource requirements. Incident types are based on the following five levels of complexity. (Source: U.S. Fire Administration)

Type 5	- The incident can be handled with one or two single resources with up to six personnel. - Command and General Staff positions (other than the Incident Commander) are not activated. - No written Incident Action Plan (IAP) is required. - The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene. - Examples include a vehicle fire, an injured person, or a police traffic stop.
Type 4	- Command staff and general staff functions are activated only if needed. - Several resources are required to mitigate the incident, including a Task Force or Strike Team. - The incident is usually limited to one operational period in the control phase. - The agency administrator may have briefings, and ensure the complexity analysis and delegation of authority are updated. - No written Incident Action Plan (IAP) is required but a documented operational briefing will be completed for all incoming resources. - The role of the agency administrator includes operational plans including objectives and priorities.
Type 3	- When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident. - Some or all of the Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions. - A Type 3 Incident Management Team (IMT) or incident command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 team. - The incident may extend into multiple operational periods. - A written IAP may be required for each operational period.
Type 2	- This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing. - Most or all of the Command and General Staff positions are filled. - A written IAP is required for each operational period. - Many of the functional units are needed and staffed. - Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only). - The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.
Type 1	- This type of incident is the most complex, requiring national resources to safely and effectively manage and operate. - All Command and General Staff positions are activated. - Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000. - Branches need to be established. - The agency administrator will have briefings, and ensure that the complexity analysis and delegation of authority are updated. - Use of resource advisors at the incident base is recommended. - There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.

| Topic | Organizational Structure |

ICS Expansion and Contraction

Although there are no hard-and-fast rules, remember that:

- **Only functions/positions that are necessary are filled.**
- **Each activated element must have a person in charge.**
- **An effective span of control must be maintained.**

Unit 2:
ICS Fundamentals Review

Visual 2.17

Visual Description: ICS Expansion and Contraction

Key Points

Although there are no hard-and-fast rules, it is important to remember that:

1. Only functions/positions that are necessary are filled.
2. Each activated element must have a person in charge.
3. An effective span of control must be maintained.

| Topic | **Organizational Structure** |

Delegation

Delegating to the lowest level possible allows ICS supervisors to:

- **Assign responsibilities to subordinates. Until a task is delegated, the supervisor must assume responsibility for completing it.**

- **Maintain a manageable span of control for the supervisor.**
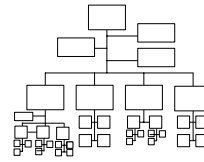
Unit 2:
ICS Fundamentals Review

Visual 2.18

Visual Description: Delegation

Key Points

Why is it important to delegate authority to the lowest practical level?

Topic	Organizational Structure

ICS Management: Span of Control

ICS span of control for any supervisor:

- **Is between 3 and 7 subordinates.**
- **Optimally does not exceed 5 subordinates.**
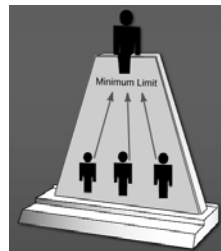
Unit 2:
ICS Fundamentals Review

Visual 2.19

Visual Description: ICS Management: Span of Control

Key Points

Span of control is an ICS concept that describes the ratio of individuals supervised to the number of supervisors.

Under NIMS, an appropriate span of control is a ratio between 3:1 and 7:1 (between 3 and 7 individuals supervised to one supervisor).

| Topic | Organizational Structure |

Visual Description: ICS Organizational Review (Organizational chart showing all Command and General Staff positions)
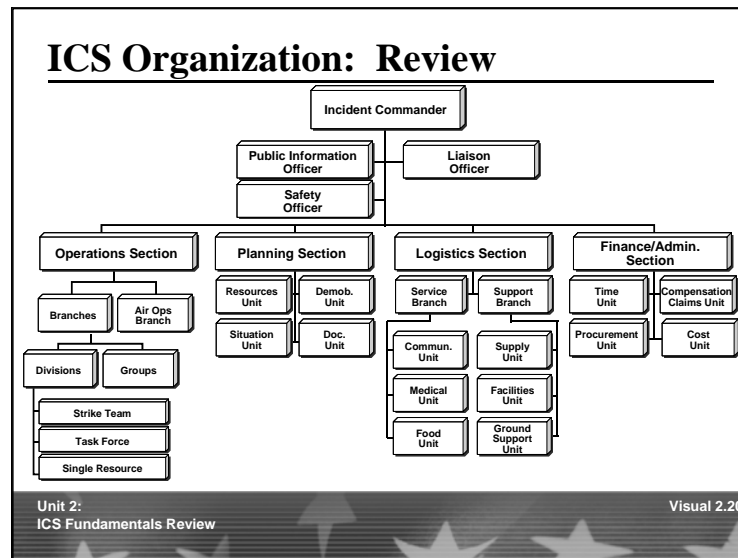
Key Points

The following information reviews the ICS organization. A larger version of the ICS organization chart and caption appears on the next page.

The ICS organization:

- Is typically structured to facilitate activities in five major functional areas: command, operations, planning, logistics, and finance and administration.

- Is adaptable to any emergency or incident to which domestic incident management agencies would be expected to respond.

- Has a scalable organizational structure that is based on the size and complexity of the incident. However, this flexibility does **NOT** allow for the modification of the standard, common language used to refer to organizational components or positions.

Read through the next several pages that contain review materials. An activity will follow that will assess how well you understand this information.

ICS Review Materials: Organizational Elements

Organizational Structure

```
                              Incident Commander

              Public Information              Liaison
                   Officer                    Officer
                  Safety
                  Officer

  Operations Section      Planning Section      Logistics Section      Finance/Admin.
                                                                          Section

   Branches    Air Ops    Resources   Demob.    Service    Support    Time      Compensation
               Branch       Unit       Unit     Branch     Branch     Unit      Claims Unit

 Divisions   Groups        Situation   Doc.                          Procurement    Cost
                             Unit       Unit                            Unit        Unit

          Strike Team                          Commun.    Supply
                                                Unit       Unit
          Task Force
                                               Medical    Facilities
         Single Resource                        Unit        Unit

                                                Food      Ground
                                                Unit      Support
                                                            Unit
```

- **Command Staff:** The Command Staff consists of the Public Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander.

- **Section:** The organization level having functional responsibility for primary segments of incident management (Operations, Planning, Logistics, Finance/Administration). The Section level is organizationally between Branch and Incident Commander.

- **Branch:** That organizational level having functional, geographical, or jurisdictional responsibility for major parts of the incident operations. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section. Branches are identified by the use of Roman Numerals, by function, or by jurisdictional name.

- **Division:** That organizational level having responsibility for operations within a defined geographic area. The Division level is organizationally between the Strike Team and the Branch.

- **Group:** Groups are established to divide the incident into functional areas of operation. Groups are located between Branches (when activated) and Resources in the Operations Section.

- **Unit:** That organization element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

- **Task Force:** A group of resources with common communications and a leader that may be pre-established and sent to an incident, or formed at an incident.
  Strike Team: Specified combinations of the same kind and type of resources, with common communications and a leader.

- **Single Resource:** An individual piece of equipment and its personnel complement, or an established crew or team of individuals with an identified work supervisor that can be used on an incident.

ICS Review Materials: Organizational Elements

Command Staff

Command Staff is assigned to carry out staff functions needed to support the Incident Commander. These functions include interagency liaison, incident safety, and public information.

Command comprises the Incident Commander and Command Staff. Command Staff positions are established to assign responsibility for key activities not specifically identified in the General Staff functional elements. These positions may include the Public Information Officer (PIO), Safety Officer (SO), and Liaison Officer (LNO), in addition to various others, as required and assigned by the Incident Commander.

The table on the following page summarizes the responsibilities of the Command Staff.

General Staff

The General Staff represents and is responsible for the functional aspects of the incident command structure. The General Staff typically consists of the Operations, Planning, Logistics, and Finance/Administration Sections.

General guidelines related to General Staff positions include the following:

- Only one person will be designated to lead each General Staff position.
- General Staff positions may be filled by qualified persons from any agency or jurisdiction.
- Members of the General Staff report directly to the Incident Commander. If a General Staff position is not activated, the Incident Commander will have responsibility for that functional activity.
- Deputy positions may be established for each of the General Staff positions. Deputies are individuals fully qualified to fill the primary position. Deputies can be designated from other jurisdictions or agencies, as appropriate. This is a good way to bring about greater interagency coordination.
- General Staff members may exchange information with any person within the organization. Direction takes place through the chain of command. This is an important concept in ICS.
- General Staff positions should not be combined. For example, to establish a "Planning and Logistics Section," it is better to initially create the two separate functions, and if necessary for a short time place one person in charge of both. That way, the transfer of responsibility can be made easier.

Following the first table is a table that summarizes the responsibilities of the General Staff.

Command Staff	Responsibilities
Public Information Officer	The PIO is responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements. The PIO develops accurate and complete information on the incident's cause, size, and current situation; resources committed; and other matters of general interest for both internal and external consumption. The PIO may also perform a key public information-monitoring role.
	Only one incident PIO should be designated. Assistants may be assigned from other agencies or departments involved. The Incident Commander must approve the release of all incident-related information. The PIO coordinates through the Joint Information Center/Joint Information System.
Safety Officer	The SO monitors incident operations and advises the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel. The ultimate responsibility for the safe conduct of incident management operations rests with the Incident Commander or Unified Command and supervisors at all levels of incident management. The SO is, in turn, responsible to the Incident Commander for the set of systems and procedures necessary to ensure ongoing assessment of hazardous environments, coordination of multiagency safety efforts, and implementation of measures to promote emergency responder safety, as well as the general safety of incident operations. The SO has emergency authority to stop and/or prevent unsafe acts during incident operations. In a Unified Command structure, a single SO should be designated, in spite of the fact that multiple jurisdictions and/or functional agencies may be involved. The SO must also ensure the coordination of safety management functions and issues across jurisdictions, across functional agencies, and with private-sector and nongovernmental organizations.
Liaison Officer	The LNO is the point of contact for representatives of other governmental agencies, nongovernmental organizations, and/or private entities. In either a single or Unified Command structure, representatives from assisting or cooperating agencies and organizations coordinate through the LNO. Agency and/or organizational representatives assigned to an incident must have the authority to speak for their parent agencies and/or organizations on all matters, following appropriate consultations with their agency leadership. Assistants and personnel from other agencies or organizations (public or private) involved in incident management activities may be assigned to the LNO to facilitate coordination.
Assistants	In the context of large or complex incidents, Command Staff members may need one or more assistants to help manage their workloads. Each Command Staff member is responsible for organizing his or her assistants for maximum efficiency.
Additional Command Staff	Additional Command Staff positions may also be necessary depending on the nature and location(s) of the incident, and/or specific requirements established by the Incident Commander. For example, a Legal Counsel may be assigned directly to the Command Staff to advise the Incident Commander on legal matters, such as emergency proclamations, legality of evacuation orders, and legal rights and restrictions pertaining to media access. Similarly, a Medical Advisor may be designated and assigned directly to the Command Staff to provide advice and recommendations to the Incident Commander in the context of incidents involving medical and mental health services, mass casualty, acute care, vector control, epidemiology, and/or mass prophylaxis considerations, particularly in the response to a bioterrorism event.

Source: NIMS

General Staff	Responsibilities
Operations Section Chief	The Operations Section Chief is responsible for managing all tactical operations at an incident. The Incident Action Plan provides the necessary guidance. The need to expand the Operations Section is generally dictated by the number of tactical resources involved and is influenced by span of control considerations. Major responsibilities of the Operations Section Chief are to: ▪ Manage tactical operations. ▪ Assist in the development of the operations portion of the Incident Action Plan. This usually requires filling out the ICS 215 prior to the Planning Meeting. ▪ Supervise the execution of the operations portion of the Incident Action Plan. ▪ Maintain close contact with subordinate positions. ▪ Ensure safe tactical operations. ▪ Request additional resources to support tactical operations. ▪ Approve release of resources from active assignments (not release from the incident). ▪ Make or approve expedient changes to the operations portion of the Incident Action Plan. ▪ Maintain close communication with the Incident Commander.
Planning Section Chief	The Planning Section Chief is responsible for providing planning services for the incident. Under the direction of the Planning Section Chief, the Planning Section collects situation and resources status information, evaluates it, and processes the information for use in developing action plans. Dissemination of information can be in the form of the Incident Action Plan, formal briefings, or through map and status board displays. Major responsibilities of the Planning Section Chief are to: ▪ Collect and manage all incident-relevant operational data. ▪ Provide input to the Incident Commander and Operations Section Chief for use in preparing the Incident Action Plan. ▪ Supervise preparation of the Incident Action Plan. ▪ Conduct and facilitate planning meetings. ▪ Reassign personnel already on site to ICS organizational positions as needed and appropriate. ▪ Establish information requirements and reporting schedules for Planning Section units. ▪ Determine the need for specialized resources to support the incident. ▪ Assemble and disassemble task forces and strike teams not assigned to Operations. ▪ Establish specialized data collection systems as necessary (e.g., weather). ▪ Assemble information on alternative strategies and contingency plans. ▪ Provide periodic predictions on incident potential. ▪ Report any significant changes in incident status. ▪ Compile and display incident status information. ▪ Oversee preparation of the Demobilization Plan. ▪ Incorporate Traffic, Medical, Communications Plans, and other supporting material into the Incident Action Plan.

General Staff	Responsibilities
Logistics Section Chief	The Logistics Section Chief provides all incident support needs with the exception of logistics support to air operations. The Logistics Section is responsible for providing: ▪ Facilities ▪ Transportation ▪ Communications ▪ Supplies ▪ Equipment maintenance and fueling ▪ Food services (for responders) ▪ Medical services (for responders) ▪ All off-incident resources Major responsibilities of the Logistics Section Chief are to: ▪ Manage all incident logistics. ▪ Provide logistical input to the Incident Commander in preparing the Incident Action Plan. ▪ Brief Logistics Branch Directors and Unit Leaders as needed. ▪ Identify anticipated and known incident service and support requirements. ▪ Request/order additional resources, as needed. ▪ Develop as required, the Communications, Medical, and Traffic Plans. ▪ Oversee demobilization of the Logistics Section.
Finance/ Administration Section Chief	The Finance/Administration Section Chief is responsible for managing all financial aspects of an incident. Not all incidents will require a Finance/Administration Section. Only when the involved agencies have a specific need for finance services will the Section be activated. Major responsibilities of the Finance/Administration Section Chief are to: ▪ Manage all financial aspects of an incident. ▪ Provide financial and cost analysis information as requested. ▪ Ensure compensation and claims functions are being addressed relative to the incident. ▪ Gather pertinent information from briefings with responsible agencies. ▪ Develop an operating plan for the Finance/Administration Section; fill Section supply and support needs. ▪ Determine need to set up and operate an incident commissary. ▪ Meet with assisting and cooperating agency representatives as needed. ▪ Maintain daily contact with agency(s) administrative headquarters on finance matters. ▪ Ensure that all personnel and equipment time records are accurately completed and transmitted to home agencies, according to policy. ▪ Provide financial input for demobilization planning. ▪ Ensure that all obligation documents initiated at the incident are properly prepared and completed. ▪ Brief agency administrative personnel on all incident-related financial issues needing attention or follow up.

Topic   **Organizational Structure**

Organizational Review Questions

I serve as the point of contact for representatives of other governmental agencies, nongovernmental organizations, and/or private entities.

Who am I?

Visual Description: Organizational Review Questions

Key Points

Answer the following question:

Who am I? I serve as the point of contact for representatives of other governmental agencies, nongovernmental organizations, and/or private entities.

Topic   **Organizational Review Questions**

Organizational Review Questions

My Section is responsible for all support requirements needed to facilitate effective and efficient incident management, including ordering resources from off-incident locations.

Who am I?

Unit 2:
ICS Fundamentals Review

Visual 2.22

Visual Description: Organizational Review Questions

Key Points

Answer the following question:

Who am I? My Section is responsible for all support requirements needed to facilitate effective and efficient incident management, including ordering resources from off-incident locations.

| Topic | Organizational Structure |

Organizational Review Questions

I monitor incident operations and advise the Incident Commander on all matters relating to the health and safety of emergency responder personnel.

Who am I?

Unit 2:
ICS Fundamentals Review

Visual 2.23

Visual Description: Organizational Review Questions

Key Points

Answer the following question:

Who am I? I monitor incident operations and advise the Incident Commander on all matters relating to the health and safety of emergency responder personnel.

Topic   **Organizational Structure**

Organizational Review Questions

As Chief of my Section, I manage all tactical operations at an incident.

Who am I?

Unit 2:
ICS Fundamentals Review   Visual 2.24

Visual Description: Organizational Review Questions

Key Points

Answer the following question:

Who am I? As Chief of my Section, I manage all tactical operations at an incident.

| Topic | Organizational Structure |

Visual Description: Organizational Review Questions

Key Points

Answer the following question:

Who am I? Although I may be at the scene, I coordinate closely with the Joint Information Center.

Topic   **Organizational Structure**

Organizational Review Questions

My Section collects situation and resources status information, evaluates it, and processes the information for use in developing action plans.

Who am I?

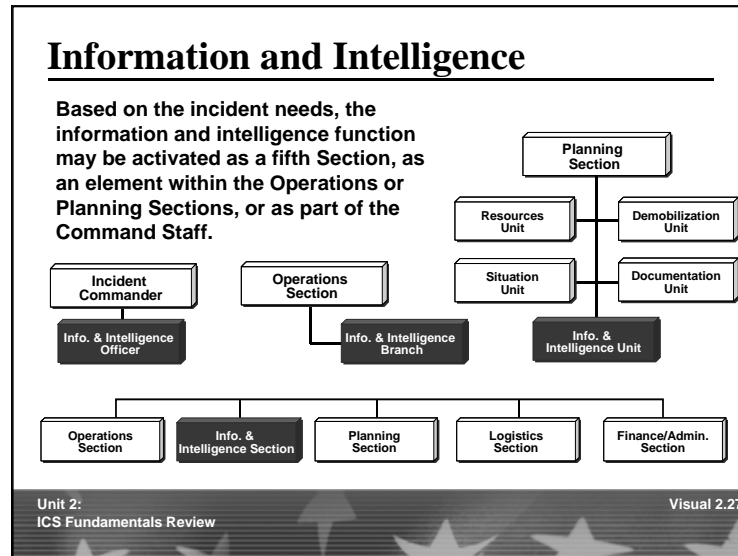**Visual Description:** Organizational Review Questions

Key Points

Answer the following question:

Who am I? My Section collects situation and resources status information, evaluates it, and processes the information for use in developing action plans.

Topic   **Organizational Structure**

Information and Intelligence

Based on the incident needs, the information and intelligence function may be activated as a fifth Section, as an element within the Operations or Planning Sections, or as part of the Command Staff.

| Planning Section |
Resources Unit	Demobilization Unit
Incident Commander	Operations Section	Situation Unit	Documentation Unit
Info. & Intelligence Officer	Info. & Intelligence Branch	Info. & Intelligence Unit
Operations Section	Info. & Intelligence Section	Planning Section	Logistics Section	Finance/Admin. Section

Unit 2:
ICS Fundamentals Review   Visual 2.27

Visual Description: Information and Intelligence

Key Points

Note the following key points: (Note this text is from the NIMS document.)

▪ The analysis and sharing of information and intelligence are important elements of ICS.

In this context, intelligence includes not only national security or other types of classified information but also other operational information, such as risk assessments, medical intelligence (i.e., surveillance), weather information, geospatial data, structural designs, toxic contaminant levels, and utilities and public works data, that may come from a variety of different sources.

▪ Traditionally, information and intelligence functions are located in the Planning Section.

However, in exceptional situations, the Incident Commander may need to assign the information and intelligence functions to other parts of the ICS organization. In any case, information and intelligence must be appropriately analyzed and shared with personnel, designated by the Incident Commander, who have proper clearance and a "need to know" to ensure that they support decisionmaking.

Topic	Organizational Structure

- The information and intelligence function may be organized in one of the following ways:

  - **Within the Command Staff.** This option may be most appropriate in incidents with little need for tactical or classified intelligence and in which incident-related intelligence is provided by supporting agency representatives, through real-time reach-back capabilities.

  - **As a Unit Within the Planning Section.** This option may be most appropriate in an incident with some need for tactical intelligence and when no law enforcement entity is a member of the Unified Command.

  - **As a Branch Within the Operations Section.** This option may be most appropriate in incidents with a high need for tactical intelligence (particularly classified intelligence) and when law enforcement is a member of the Unified Command.

  - **As a Separate General Staff Section.** This option may be most appropriate when an incident is heavily influenced by intelligence factors or when there is a need to manage and/or analyze a large volume of classified or highly sensitive intelligence or information. This option is particularly relevant to a terrorism incident, for which intelligence plays a crucial role throughout the incident life cycle.

- Regardless of how it is organized, the information and intelligence function is also responsible for developing, conducting, and managing information-related security plans and operations as directed by the Incident Action Plan.

  These can include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, sensitive law enforcement information, proprietary and personal information, or export-controlled information) is handled in a way that not only safeguards the information but also ensures that it gets to those who need access to it so that they can effectively and safely conduct their missions.

  The information and intelligence function also has the responsibility for coordinating information- and operational-security matters with public awareness activities that fall under the responsibility of the Public Information Officer, particularly where such public awareness activities may affect information or operations security.

Topic   **Organizational Structure**

ICS Supervisory Position Titles

Titles for all ICS supervisory levels are shown in the table below.

Organizational Level	Title	Support Position
Incident Command	Incident Commander	Deputy
Command Staff	Officer	Assistant
General Staff (Section)	Chief	Deputy
Branch	Director	Deputy
Division/Group	Supervisor	N/A
Unit	Leader	Manager
Strike Team/Task Force	Leader	Single Resource Boss

Unit 2:
ICS Fundamentals Review   Visual 2.28

Visual Description: ICS Supervisory Position Titles

Key Points

The following chart lists each organizational level or element with the corresponding supervisor title and support position title.

Organizational Level	Title	Support Position
Incident Command	Incident Commander	Deputy
Command Staff	Officer	Assistant
General Staff (Section)	Chief	Deputy
Branch	Director	Deputy
Division/Group	Supervisor	N/A
Unit	Leader	Manager
Strike Team/Task Force	Leader	Single Resource Boss

Topic   Organizational Structure

Organizational Review Questions

Two <u>Supervisors</u> have been dispatched with resources (personnel and equipment) to evacuate homes within the potential hazard zone. One Supervisor has responsibility for the east side of the community and the other has responsibility for the west side.

What type of ICS organizational structure is being described?

Unit 2:
ICS Fundamentals Review   Visual 2.29

Visual Description: Organizational Review Questions

Key Points

Review the situation below:

Two <u>Supervisors</u> have been dispatched with resources (personnel and equipment) to evacuate homes within the potential hazard zone. One Supervisor has responsibility for the east side of the community and the other has responsibility for the west side.

Answer the following question:

What type of ICS organizational structure is being described?

| Topic | Organizational Structure |

Organizational Review Questions

HazMat specialists, sanitation workers, and disposal equipment are grouped together, under the direct supervision of a Leader, to handle the removal of hazardous waste.

What type of ICS organizational structure is being described?

Unit 2:
ICS Fundamentals Review

Visual 2.30

Visual Description: Organizational Review Questions

Key Points

Review the situation below:

HazMat specialists, sanitation workers, and disposal equipment are grouped together, under the direct supervision of a Leader, to handle the removal of hazardous waste.

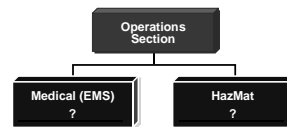Answer the following question:

What type of ICS organizational structure is being described?

| Topic | Organizational Structure |

Organizational Review Questions

As incident objectives and resources expand, the Operations Section Chief begins organizing resources into functional areas that are managed by a <u>Supervisor</u>.

On the organizational chart, the title of each component would be a _____.

```
          Operations
           Section
         ┌──────┴──────┐
   Medical (EMS)      HazMat
        ?                ?
```

Visual Description: Organizational Review Questions

Key Points

Review the situation below:

As incident objectives and resources expand, the Operations Section Chief begins organizing resources into functional areas that are managed by a Supervisor.

Insert the word or words that will correctly complete the following sentence:

On the organizational chart, the title of each component would be a _____.

```
          Operations
           Section
         ┌──────┴──────┐
   Medical (EMS)      HazMat
        ?                ?
```
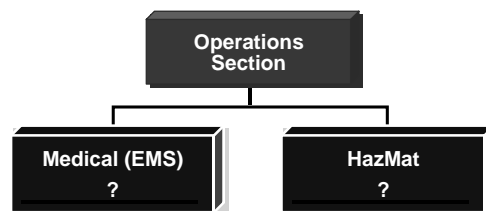
Caption: Organizational chart showing Operations Section and below it two components titled "Medical (EMS)" and "HazMat."

| Topic | Organizational Structure |

Organizational Review Questions

As the operation expands even further, the Operations Section Chief appoints a Director to manage the Groups.

```
                    ┌──────────────┐
                    │  Operations  │
                    │   Section    │
                    └──────┬───────┘
                    ┌──────┴───────┐
                    │  Emergency   │
                    │  Services    │
                    │      ?       │
                    └──────┬───────┘
             ┌─────────────┴─────────────┐
      ┌──────┴──────┐             ┌──────┴──────┐
      │ Medical (EMS)│            │   HazMat    │
      │    Group     │            │   Group     │
      └─────────────┘             └─────────────┘
```

On the organizational chart, the title of the organizational component managed by a Director would be called the Emergency Services _____.

Visual Description: Organizational Review Questions

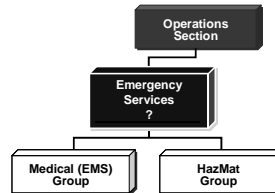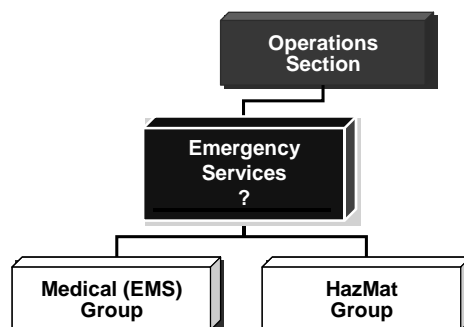### Key Points

Review the situation below:

As the operation expands even further, the Operations Section Chief appoints a Director to manage the Groups.

Insert the word or words that will correctly complete the following sentence:

On the organizational chart, the title of the organizational component managed by a Director would be called the Emergency Services _____.

Caption: Organizational chart showing Operations Section and below it a component titled "Emergency Services." Under that are two components titled "Medical (EMS) Group" and "HazMat Group."
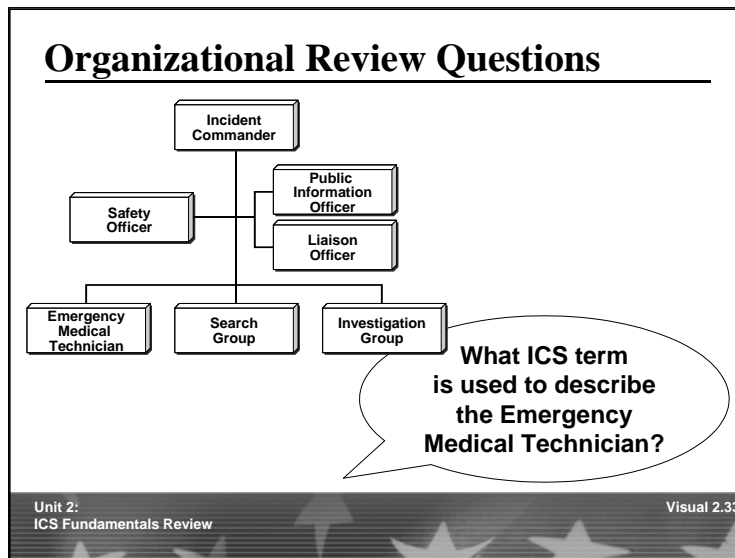
Visual Description: What ICS term is used to describe the Emergency Medical Technician who is responding to an incident?

Key Points

What ICS term is used to describe the Emergency Medical Technician?

| Topic | Organizational Structure |

Organizational Review Questions

Investigation Branch

Perimeter Security Strike Team

Accident Reconstruction Group
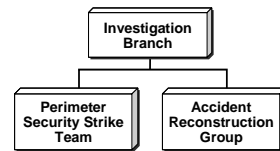
What is the supervisor's title for each organizational element shown?

Unit 2:
ICS Fundamentals Review

Visual 2.34

Visual Description: Investigation Branch Chart with Perimeter Security Strike Team and Accident Reconstruction Group. Also included is following question: What is the supervisor's title for each organizational element shown?

Key Points

What is the supervisor's title for each organizational element shown?

Topic   **Organizational Structure**

Deputies, Assistants, Tech Specialists, & Agency Reps

Review the materials in your Student Manuals and then answer the following questions:

- **Duties**
  - **Where can Deputies be assigned?**
  - **What are the requirements for Deputies?**
- **Assistants**
  - **Where can Assistants be assigned?**
  - **What is an example of a duty assumed by an Assistant?**
- **Technical Specialists**
  - **Where can Technical Specialists be assigned?**
  - **What types of Technical Specialists have you worked with on past incidents?**
- **Agency Representatives**
  - **Where can Agency Representatives be assigned?**
  - **What does an Agency Representative do?**

Unit 2:   Visual 2.35
ICS Fundamentals Review

Visual Description: Deputies, Assistants, Technical Specialists, and Agency Representatives

Key Points

Read the materials beginning on page 2-52 and then answer the questions on the following page.

Topic   **Organizational Structure**

Deputies	
Where can Deputies be assigned?	
What are the requirements for Deputies?	

Assistants	
Where can Assistants be assigned?	
What is an example of a duty assumed by an Assistant? **Note:** The Assistant title indicates a level of technical capability, qualification, and responsibility subordinate to the primary positions.	

Technical Specialists	
Where can Technical Specialists be assigned?	
What types of Technical Specialists have you worked with on past incidents?	

Agency Representatives	
Where can Agency Representatives be assigned?	
What does an Agency Representative do?	

ICS Review Materials: Deputies, Assistants, Technical Specialists, and Agency Representatives

Deputies

The Incident Commander may have one or more Deputies. An individual assuming a Deputy role must be equally capable of assuming the primary role. Therefore, a Deputy Incident Commander must be able to assume the Incident Commander's role.

Following are three reasons to designate Deputies:

- To perform specific tasks as requested by the Incident Commander.
- To perform the Incident Command function in a relief capacity (e.g., to take over the next operational period).
- To represent an assisting agency that may share jurisdiction or have jurisdiction in the future.

The Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief may also have one or more Deputies.

An individual assuming a Deputy role must be equally capable of assuming the primary role. Therefore, the Deputy Incident Commander must be able to assume the Incident Commander's role.

Assistants

The Public Information Officer, Safety Officer, and Liaison Officer may have Assistants, as necessary. The Assistants may represent assisting agencies or jurisdictions, or simply assist in managing the workload associated with the position.

- Assistant Public Information Officers may be assigned to the field or Joint Information Center or assigned to handle internal information.
- Assistant Safety Officers may have specific responsibilities, such as aviation, hazardous materials, etc.
- Assistant Liaison Officers may coordinate with specific agency representatives or groups of representatives.

The Assistant title indicates a level of technical capability, qualification, and responsibility subordinate to the primary positions.

ICS Review Materials: Deputies, Assistants, Technical Specialists, and Agency Representative

Technical Specialists

Certain incidents or events may require the use of Technical Specialists who have specialized knowledge and expertise. Technical Specialists may function within the Planning Section, or be assigned wherever their services are required.

While each incident dictates the need for Technical Specialists, some examples of the more commonly used specialists are:

- Meteorologists.
- Environmental Impact Specialists.
- Flood Control Specialists.
- Water Use Specialists.
- Fuels and Flammable Specialists.
- Hazardous Substance Specialists.
- Fire Behavior Specialists.
- Structural Engineers.
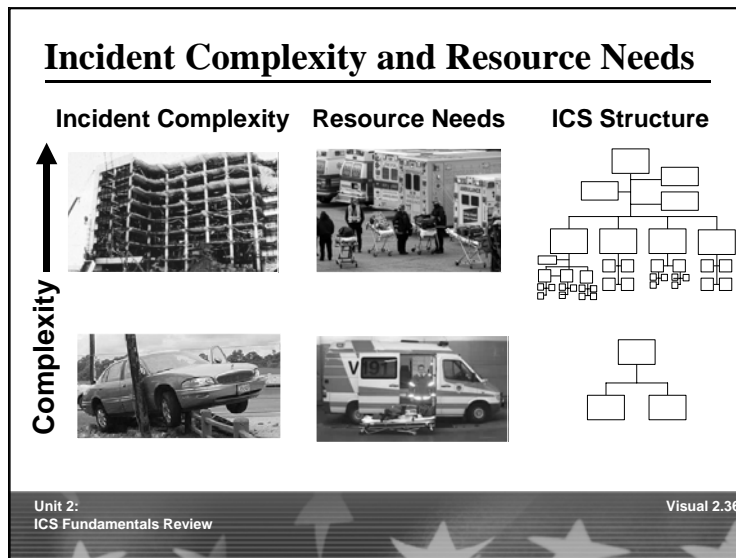- Training Specialists.

Agency Representatives

An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency. The Agency Representative must be given authority to make decisions on matters affecting that agency's participation at the incident.

Agency Representatives report to the Liaison Officer or to the Incident Commander in the absence of a Liaison Officer.

Major responsibilities of the Agency Representative are to:

- Ensure that all of their agency resources have completed check-in at the incident.
- Obtain briefing from the Liaison Officer or Incident Commander.
- Inform their agency personnel on the incident that the Agency Representative position has been filled.
- Attend planning meetings as required.
- Provide input to the planning process on the use of agency resources unless resource technical specialists are assigned from the agency.
- Cooperate fully with the Incident Commander and the Command and General Staff on the agency's involvement at the incident.
- Oversee the well-being and safety of agency personnel assigned to the incident
- Advise the Liaison Officer of any special agency needs, requirements, or agency restrictions.
- Report to agency dispatch or headquarters on a prearranged schedule.
- Ensure that all agency personnel and equipment are properly accounted for and released prior to departure.
- Ensure that all required agency forms, reports, and documents are complete prior to departure.
- Have a debriefing session with the Liaison Officer or Incident Commander prior to departure.

Incident Complexity and Resource Needs

Incident Complexity   Resource Needs   ICS Structure

Complexity

Unit 2:
ICS Fundamentals Review   Visual 2.36

Visual Description: Incident Complexity and Resource Needs

Key Points

As complexity increases, resources must increase, requiring an organization with additional levels of supervision.

Minimum Staffing Requirements

Guidelines are provided to ensure that the optimal numbers of resources are assigned.

Positions Assigned	# of Divisions		
	2	5	10
Ops Section Chief	1	1	1
Branch Director		2	3
Division/Group Sup	2	5	10

Determine the size of the incident based on the number of Divisions within the Ops Section.

These numbers are the optimal staffing level based on the number of Divisions.

Unit 2:
ICS Fundamentals Review

Visual 2.37

Visual Description: Minimum Staffing Requirements

Key Points

The guidelines beginning on the next page can be used to help establish the required minimum staffing levels.

Based on the incident objectives, the Operations Section establishes the staffing requirements. These charts indicate the number of resources needed to support the operations based on the number of Divisions assigned within the Operations Section.

Remember: 95% of all incidents will not expand to the levels of complexity reflected in these charts.

Operations

	SIZE OF INCIDENT (NUMBER OF DIVISIONS)					
UNIT POSITION	**2**	**5**	**10**	**15**	**25**	
Operations Section Chief	One Per Operational Period					
Branch Director			2	3	4	6
Division/Group Supervisor	2	5	10	15	25	
Strike Team Leaders	As Needed					
Task Force Leaders	As Needed					
Air Operations Director		1	1	1	1	
Air Tactical Group Supervisor	1	1	1	1	1	
Air Tanker/Fixed Wing Coordinator	As Needed					
Helicopter Coordinator	As Needed					
Air Support Group Supervisor	1	1	1	1	1	
Helibase Manager	One Per Helibase					
Helispot Manager	One Per Helispot					
Fixed Wing Support Leader	One Per Airport					
Staging Area Manager	One Per Staging Area					

Planning

	SIZE OF INCIDENT (NUMBER OF DIVISIONS)					
UNIT POSITION	**2**	**5**	**10**	**15**	**25**	
Planning Section Chief	One Per Incident					
Resources Unit Leader	1	1	1	1	1	
Status Recorders	1	2	3	3	3	
Check-In Recorders	As Needed					
Volunteer Coordinator	As Needed					
Technical Specialists	As Needed					
Situation Unit Leader	1	1	1	1	1	
Field Observer			1	2	2	3
Weather Observer	As Needed					
Display/Report Processor			1	1	1	2
Aerial/Ortho Photo Analyst	As Needed					
IR Equipment Operators	Two (If Needed)					
Computer Terminal Operator			1	1	1	1
Photographer			1	1	1	
Environmental Unit Leader		1	1	1	1	
Documentation Unit Leader		1	1	1	1	
Demobilization Unit Leader			1	1	1	
Staging Area Manager	One Per Staging Area					

Topic   **Resource Needs**

Logistics

UNIT POSITION	SIZE OF INCIDENT (NUMBER OF DIVISIONS)					
	2	5	10	15	25	
Logistics Section Chief	One Per Incident					
Service Branch Director	As Needed					
Communications Unit Leader	1	1	1	1	1	
Incident Communications Manager	1	1	1	1	1	
Incident Dispatcher	1	2	3	3	4	
Message Center Operator		1	1	2	2	
Messenger		1	2	2	2	
Communications Technician		1	2	4	4	
Medical Unit Leader	1	1	1	1	1	
Medical Unit Leader Assistant	As Needed					
Responder Rehabilitation Manager	As Needed					
Food Unit Leader		1	1	1	1	
Food Unit Assistant (each camp)	As Needed					
Cook		1	1	2	2	
Assistant Cook		2	2	6	12	
Helper		8	8	16	24	
Support Branch Director	As Needed					
Supply Unit Leader		1	1	1	1	
Camp Supply Assistant (each camp)	As Needed					
Ordering Manager			1	1	1	
Receiving/Distribution Manager		1	1	1	1	
Tool/Equipment Specialist			1	1	1	
Recorders		1	1	2	2	
Helpers		2	2	2	2	
Facility Unit Leader		1	1	1	1	
Base Manager		1	1	1	1	
Camp Manager (each camp)	As Needed					
Facility Maintenance Specialist		1	1	1	1	
Security Manager		1	1	1	1	
Helpers		6	6	12	12	
Ground Support Unit Leader	1	1	1	1	1	
Equipment Manager		1	1	1	1	
Assistants	As Needed					
Equipment Timekeeper		1	1	1	1	
Mechanics	1	1	3	5	7	
Drivers	As Needed					
Operators	As Needed					
Vessel Support Unit Leader	As Needed					

Topic   **Resource Needs**

Finance/Admin

UNIT POSITION	SIZE OF INCIDENT (NUMBER OF DIVISIONS)					
	2	**5**	**10**	**15**	**25**	
Finance/Administration Section Chief	One Per Incident					
Time Unit Leader		1	1	1	1	
Time Recorder, Personnel		1	3	3	5	
Time Recorder, Equipment		1	2	2	3	
Procurement Unit Leader		1	1	1	1	
Compensation/Claims Unit Leader		1	1	1	1	
Compensation Specialist	As Needed					
Claims Specialist	As Needed					
Cost Unit Leader		1	1	1	1	
Cost Analyst			1	1	1	

| Topic | Resource Needs |

Activity: Staffing Levels

Using the guidelines in your Student Manuals, answer the following questions:

- **There are 5 Divisions assigned. How many Status Recorders should be assigned to the Planning Section?**

- **There are 2 Staging Areas operating. How many Staging Area managers are assigned?**

Unit 2:
ICS Fundamentals Review   Visual 2.38

Visual Description: Staffing Levels

Key Points

Use the staffing guideline charts on pages 2-56 through 2-58 to answer the following questions:

There are 5 Divisions assigned. How many Status Recorders should be assigned to the Planning Section?

There are 2 Staging Areas operating. How many Staging Area managers are assigned?

Topic   **ICS Key Concepts Applied Exercise**

Visual Description: ICS Key Concepts Applied Exercise

Key Points

The next part of this unit is an applied exercise on key concepts of ICS.

Topic   **ICS Key Concepts Applied Exercise**

Exercise: Applying ICS Concepts (1 of 2)

Instructions:

1. **Working as a team, review the scenario, scenario map, and resource list in your Student Manuals.**

2. **Complete the following steps:**
   - **Identify who would assume leadership of the ICS organization.**
   - **Draw an organizational chart to manage resources that:**
     - **Maintains effective span of control.**
     - **Includes Command and General Staff. (Include deputies, assistants, technical specialists, and agency representatives, where appropriate.)**
   - **Describe the responsibilities delegated to the Command Staff and Sections activated.**

Unit 2:
ICS Fundamentals Review   Visual 2.40

Visual Description: Exercise: Applying ICS Concepts (1 of 2)

Key Points

Refer to the exercise on page 2-63.

Topic   **ICS Key Concepts Applied Exercise**

Exercise: Applying ICS Concepts (2 of 2)

Instructions: (Continued)

3. Record your results on chart paper that can be seen by the entire class.

4. Select a spokesperson and be prepared to present in 30 minutes.

> Be prepared to explain the <u>rationale</u> for your team's decisions.

Unit 2:
ICS Fundamentals Review   Visual 2.41

Visual Description: Exercise: Applying ICS Concepts (2 of 2)

Key Points

Jot down notes during your team's discussion.

Topic	ICS Key Concepts Applied Exercise

Purpose:

The purpose of this activity is to provide you with an opportunity to apply what you have learned about fundamental ICS concepts to an incident involving a private executive airplane crash.

Instructions: Follow the steps below to complete this activity:

1. Working in your designated teams, review the scenario, resource list, and scenario map.

2. Complete the following steps:
    - Identify who would assume leadership of the ICS organization
    - Draw an organizational chart to manage resources that maintains effective span of control and includes Command and General Staff (include Deputies, Assistants, Technical Specialists, and Agency Representatives, where appropriate).
    - Describe the responsibilities delegated to the Command Staff and Sections that are activated.
    - Make sure you are able to explain the rationale for your team's decisions.
    - Be prepared to present your results in 30 minutes.

Scenario:

Fairwinds Airport lies within a densely populated area. It is the home of many private aircraft, executive air services, and a small commercial fleet. It has a small onsite rescue and fire capability and has repair and snow removal assets.

The airport is situated at the eastern end of an industrial park that contains office, warehousing, and light manufacturing businesses. The airport is surrounded by access roads to the east and by major roadways on the other three sides of its property.

During an early weekday morning, a small executive jet containing six passengers and crew owned by Global Investments prepared for takeoff. The plane failed to lift from the runway and crashed through the chain link fence at the end of the airport property.

The plane then crossed a major roadway (Route 46), striking four vehicles. It crashed and came to rest inside the adjoining property to the north, which is an office complex with 230 employees. Fires fueled from the jet's ruptured tanks erupted at the office complex and in 20 vehicles in the parking lot.

911 was inundated with calls and initiated the EMS, Fire, and Law Enforcement response.

Topic   **ICS Key Concepts Applied Exercise**

Conditions:

- First arriving Law Enforcement Unit established command at the intersection of Route 46 and Hollister Road.

- Three passengers on the aircraft are fatalities. The remaining passengers have suffered severe burns and injuries.

- Two motorists struck by the plane are dead and several more motorists are trapped in damaged vehicles.

- The office complex has suffered structural damage to the south wall at the point of impact. An unknown number of fatalities are reported from inside the office complex. Many injured office workers are being assisted by co-workers and emergency responders throughout the complex interior and parking areas.

- Cars continue to burn in the complex parking area.

- Traffic is halted on the major roadways in the area.

- Media helicopters and trucks arrive and begin live broadcast.

- Weather is clear and winds are from the west at 8 miles per hour.

- Fire Units arrive on scene and accept command from the first arriving Law Enforcement Unit.

Initial Incident Objectives:

- Protect emergency workers.

- Reduce risk of fire and structural collapse.

- Perform rescue and extraction.

- Provide emergency treatment/transport.

- Secure crash site for investigators.

Topic **ICS Key Concepts Applied Exercise**

<u>**Resources**</u>**:**

Fire/Rescue:
2 airport crash trucks
6 truck companies
6 engine companies

Emergency Medical Service:
5 ALS paramedics
15 local BLS units

Local Law Enforcement:
15 local police officers/cruisers
1 Police Captain
2 Lieutenant Shift Supervisors
1 Deputy Police Chief

County Resources:
Hazardous materials team
Heavy rescue unit
10 Deputy Sheriffs
Crime scene investigation 3-person unit
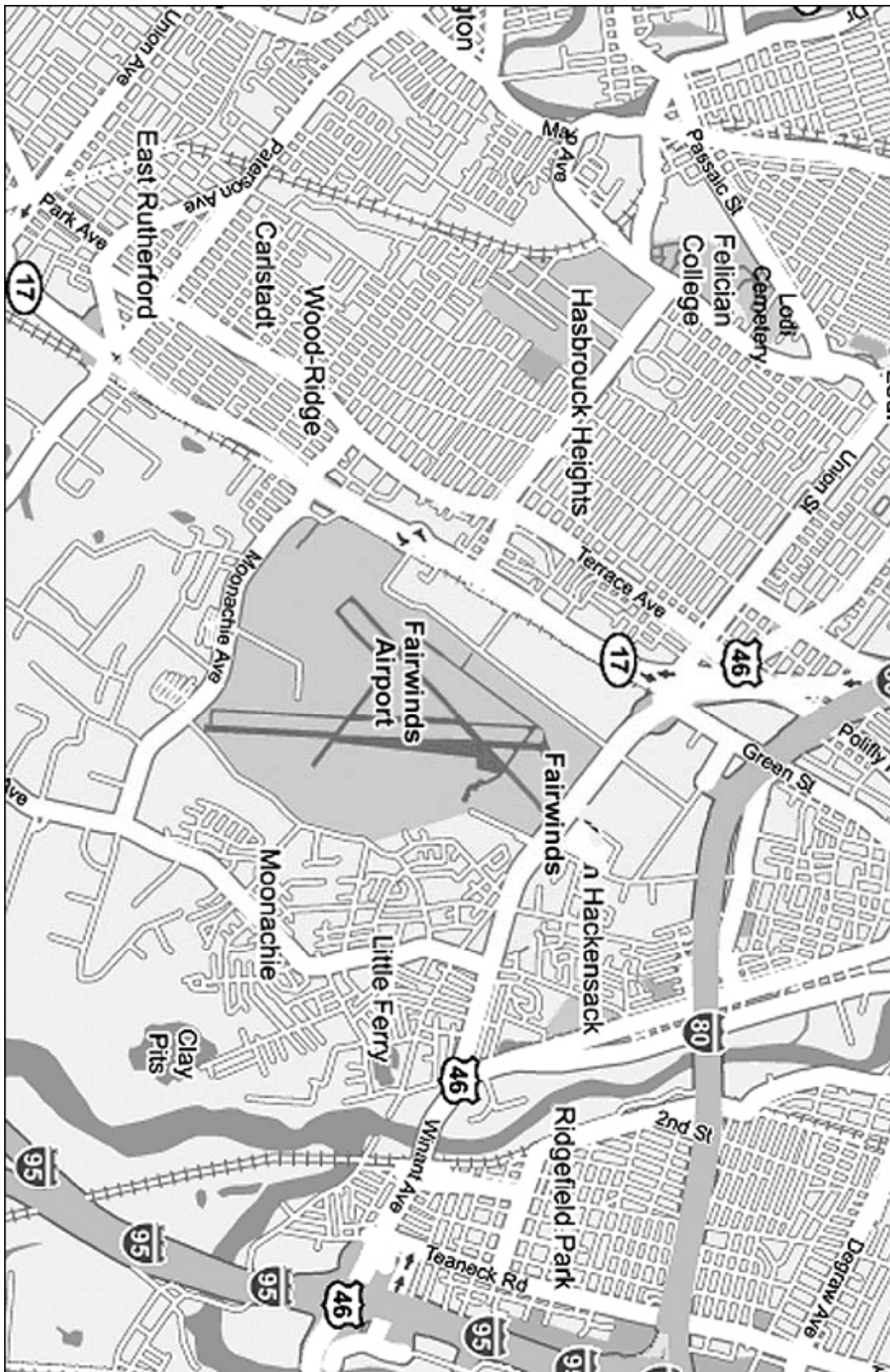6 County Investigators
Medical Examiner

State Police:
Helicopter/Medivac Unit
10 Troopers

Public Works:
2 heavy bulldozers
3 backhoes with buckets
Light truck
8 heavy tandem dump trucks
8 utility trucks

Map:

Topic   **Summary**

Summary (1 of 2)

Are you now able to:

- **Describe how ICS fits into the Command and Management component of NIMS?**
- **Describe ICS reporting and working relationships for Technical Specialists and Agency Representatives?**
- **Describe reporting relationships and information flow within the organization?**
- **Match responsibility statements to each ICS organizational element?**

Unit 2:
ICS Fundamentals Review

Visual 2.42

Visual Description: Summary (1 of 2)

Key Points

Are you now able to:

- Describe how ICS fits into the Command and Management component of NIMS?
- Describe ICS reporting and working relationships for Technical Specialists and Agency Representatives?
- Describe reporting relationships and information flow within the organization?
- Match responsibility statements to each ICS organizational element?

Topic　　　　**Summary**

> ## Summary (2 of 2)
>
> **Are you now able to:**
> - **List the ICS positions that may include Deputies and describe Deputy roles and responsibilities?**
> - **Describe differences between Deputies and Assistants?**
> - **Describe how incidents can best be managed by appropriate and early designation of primary staff members and by delegating authority to the lowest practical level?**
> - **List the minimum staffing requirements within each organizational element for at least two incidents of different sizes?**
>
> Unit 2:　　　　　　　　　　　　　　　　　　Visual 2.43
> ICS Fundamentals Review

Visual Description: Summary (2 of 2)

Key Points

Are you now able to:

- List the ICS positions that may include Deputies and describe Deputy roles and responsibilities?
- Describe differences between Deputies and Assistants?
- Describe how incidents can best be managed by appropriate and early designation of primary staff members and by delegating authority to the lowest practical level?
- List the minimum staffing requirements within each organizational element for at least two incidents of different sizes?

The next unit will cover Unified Command.